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MANAGEMENT STAFF STUDY OF THE REGIONAL DIVISIONS
OFFICE OF REPORTS AND ESTIMATES

Findings:

The competence of the regional divisions of the Office of Reports and Estimates is contingent on:

1. Promulgation of policy which will define a production plan, responsibilities of the regional divisions to engage in basic intelligence research, and the responsibilities of the regional divisions for coordination of national intelligence. (See Tabs 1, 2, 2A, and 3.)
2. Provision of a requirements organization which will insure speedy but coordinated action on CIA requirements for information. (See Tab 2C.)
3. Integration of CIA activities with clarification of the support responsibilities of one component to another. (See Tabs 1, 2, and 2A.)
4. Augmented and improved collection support. (See Tabs 2E, 2F, 2H, and 2G.)
5. Internal realignment of functions, organization, staffing, and procedures of the Office of Reports and Estimates; provision of orientation and guidance for the regional analysts. (See Tabs 2, 3, and 4.)

Recommendations:

The combined resources of the Office of Reports and Estimates, of the Coordination, Operations, and Policy Staff, and of the Management Staff should be directed toward the objectives listed above. Specific suggestions of the Management Staff for improvement of the operations of the regional divisions of the Office of Reports and Estimates are contained in Tab 2. The Management Staff recommendations for organizational and functional changes are contained in Tab 2D, while additional suggestions for improvement of the requirement activity are contained in Tab 2C. Recommendations and plans for improvements offered by the Assistant Director for Reports and Estimates, by Chief, Coordination, Operations and Policy Staff, and by Assistant Director for Operations are contained in Tabs 3, 4, and 5, respectively.

Basic Documents Relating to the Study:

Tab 1 - Summary of the Management Study.

Tab 2 - The Management Study with Attachments A through H.

Tab 3 - Comments of the Assistant Director for Reports and Estimates on the Study.

Tab 4 - Comments of the Chief, Coordination, Operations and Policy Staff on the Study.

Tab 5 - Comments of the Assistant Director for Operations on Attachments E and F of the Study.

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**MANAGEMENT STAFF STUDY OF THE NATIONAL INTELLIGENCE SURVEY DIVISION
OFFICE OF REPORTS AND ESTIMATES**

Findings:

The inter-departmental character of this activity has created a hiatus between this Division and other Agency activities. This separation has given rise to conflicting opinions as to the responsibilities of the Division and the extent to which Agency policy should govern the activities of the Division. (See Tabs 1, 2, 2A and 2B.)

a. The requirements of the regional and functional divisions of the Agency's production offices for basic intelligence are not fully covered. (See Tab 1 and also Tab 2A of the Regional Division Staff Study.)

b. The criticisms of Chapter Sections by production analysts in the Office of Reports and Estimates are not fully reconciled. (See Tab 1 and also Tab 2B of the Regional Division Staff Study.)

c. The regional and functional analysts of the production offices do not participate in formulation of requirements for or in the maintenance phase of the National Intelligence Survey Program. (See Tab 1.)

d. Dissemination of the finished product is effected under policies established by the Program's Inter-departmental Committee and is administered by the Agency's National Intelligence Survey Division rather than under Agency policies established and administered by the Assistant Director for Collection and Dissemination. (See Tabs 1, 1A, and 1B.)

Likewise the inter-departmental nature of this activity is responsible for the administrative difficulties experienced within this Division. (See Tab 1.)

a. The formal organization and staffing pattern of the Division is not operative in the day-to-day work activity of the Division. (See Tab 1.)

b. The shortcomings of Chapter contributors have required time-consuming review at the expense of the more important coordination function. (See Tab 1.)

c. A considerable amount of time is devoted to maintenance of control and progress records. (See Tab 1.)

Recommendations:

1. The National Security Council Intelligence Directive No. 3 be rewritten to clarify Agency responsibilities in the National Intelligence Survey Program. (See Tabs 1 and 2.)

2. Inter-departmental action be taken to provide maximum support, recognition, and competence in the National Intelligence Survey activities of the governmental agencies charged with Chapter and Section responsibilities. (See Tabs 1 and 2.)

3. Dissemination of the National Intelligence Survey be recognized as an Agency function and such dissemination be effected in accordance with Agency policies. (See Tabs 1 and 2.)

Basic Documents Relating to the Study:

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Tab 1 - The Management Study with Attachments A and B
Tab 2 - Comments of the Assistant Director for Reports and Estimates on the S*

MAP DIVISION
OFFICE OF REPORTS AND ESTIMATES

Findings:

In general, this Division was found to be well-defined, efficiently administered and operationally sound. During the survey, improved arrangements were effected for the receipt and handling of materials utilized by this Division. Continuing attention should be given to certain aspects of this Division's operations:

- a. Clarification of functional relationships with the Office of Scientific Intelligence to effect maximum support to Scientific Intelligence with no duplication of effort. (See Tabs 1 and 1A.)
- b. Provision for orienting other segments of the Agency in the services provided by Map Division and conversely for orienting Map Division personnel in operations of the other segments of CIA. (See Tab 1.)
- c. Simplification of control and catalog procedures and records. (See Tabs 1, 1E, 1F, and 2.)

Recommendations:

1. Enhance production planning of Map Division operations and the further integration of Map Division production with other production of the Office of Reports and Estimates through:

- a. Providing for Map Division representation on the Estimates Production Board. (effected)
- b. Publications Division providing Map Division with notice of all newly received production projects. (effected)
- c. Developing and implementing an over-all intelligence production plan. (See Tab 1.)

2. Utilize newly-developed office machines, such as the "Thermofax", to reduce workload of the Division. (See Tab 1.)

3. Simplify control and catalog procedures; particularly, install the simplified catalog procedure developed during the course of the survey. (See Tab 1E.) Note: Assistant Director for Reports and Estimates concurred. (See Tab 2.)

Basic Documents Relating to the Study:

Tab 1 - The Management Study with Attachments A through G.

Tab 2 - Comments of the Assistant Director for Reports and Estimates on the Study.

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PUBLICATIONS DIVISION
OFFICE OF REPORTS AND ESTIMATES

Findings:

The major issues influencing improvement of the operating procedures of this Division concern inter-departmental or Agency policy and relationships. Specifically, proposed revisions of National Security Council Intelligence Directives No. 1 and No. 3 will facilitate the coordination and publication of national intelligence which is a primary function of this Division. Moreover, assumption of responsibilities for production policy by the Estimates Production Board will relieve Publications Division of present project planning responsibilities, thus permitting this Division to devote full time and attention to the coordination and editorial phases of intelligence production. (See Tabs 1, 1A, and 1B.)

Within the Office of Reports and Estimates, differences of opinions exist between the Publications Division and the regional and functional divisions concerning responsibilities for substantive content of intelligence products. (See Tab 1 of this study and Tab 2 of the regional divisions study.)

The position of Deputy Division Chief, GS-15, appears to be excessive to the needs of the Division.

Recommendations:

1. Proposed revisions of National Security Council Intelligence Directives No. 1 and No. 3 be submitted through appropriate channels for National Security Council action. (See Tabs 1, 1A, and 1B.)
2. Full implementation of the intelligence production plan and participation of the Estimates Production Board in project planning be effected. (See Tabs 1 and 2.)
3. As the two preceding recommendations are effected, the functions of the Publications Division be revised accordingly. (See Tabs 1, 1I, and 2.)
4. Steps taken to improve the procedures for coordination of intelligence production be continued and intensified. (See Tabs 1, 1B, and 2.)
5. The position of Deputy Chief, GS-15, be eliminated from the table of organization of this Division. The Assistant Director for Reports and Estimates concurred. (See Tabs 1 and 2.)

Basic Documents Relating to this Study:

- Tab 1 - Management Staff Study with Attachments A through I.
Tab 2 - Comments of Assistant Director for Reports and Estimates on the Study.

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**MANAGEMENT STAFF STUDY OF THE ADMINISTRATIVE STAFF
OFFICE OF REPORTS AND ESTIMATES**

Findings:

The internal administration of this Staff is weakened by:

- a. The absence of written instructions. (See Tab 1.)
- b. Existing procedures which exclude this Staff from participation in personnel recruitment and placement activities. (See Tab 1.)
- c. A considerable accumulation of unnecessary files. (See Tab 1.)

The information control activity duplicates work being performed by the Office of Collection and Dissemination and requires over ten per cent of the working effort of the Office of Reports and Estimates. (See Tabs 1 and 1A.)

The Graphics Section of the Presentation and Graphics Branch appeared to be in a disorganized condition. A well-defined plan for operation and maintenance of the Situation Room has not been coordinated with all interested officials or approved by top management. (See Tabs 1 and 1B.)

Recommendations:

1. The Chief, Administrative Staff, prepare and distribute to his subordinates written assignments of responsibilities and delegations of authority. (See Tabs 1 and 2.)

2. Applicant files be routed from the Personnel Division to the Administrative Staff. (See Tabs 1 and 2.)

3. Unnecessary files be eliminated. (See Tab 1.)

4. The document allocation activity of the Information Control Branch be merged with a similar activity being performed as an Agency service in the Office of Collection and Dissemination. (See Tab 1A.) Note: Assistant Director for Reports and Estimates did not concur. (See Tab 2.) However, at a later date he agreed to an experiment whereby the proposed procedure would be tested. (See Tab 3 of Regional Division Study.)

5. A suggested plan for the operation of the Situation Room be coordinated with other Agency components. (See Tabs 1, 1B, and 2.)

Basic Documents Relating to the Study:

Tab 1 - Management Staff Study including Attachments A and B.

Tab 2 - Comments of Assistant Director for Reports and Estimates on the Study.

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